

Planning and implementation of a “Work and study in French” Event in the French Institute

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<p>This thesis was commissioned by the French Institute in order to create a link between it and Haaga-Helia students. The main focus of this thesis involved the planning process of creating an event. The primary objective was to plan and implement an event for the French Institute.</p> <p>A limitation to this study was that a budget was not determined. Marketing was implemented via the Institute’s partners, social media and complimentary tools provided by Haaga-Helia. This study is a project-based thesis planned during fall 2014 and executed as a “Work and Study in French” event on 24 February 2015.</p> <p>The need for this event emerged from my interest in the French language and Haaga-Helia’s students’ lack of knowledge of the French Institute. This lack of knowledge was detected during a language-course event organized in Haaga-Helia. It was clear to the Institute’s personnel that its courses and operations needed to be introduced in detail and better promoted, especially to students. The event for this thesis was created to help promote the French Institute and to raise interest among students.</p> <p>This thesis covers the planning process, all stages regarding event planning and the actual implementation of the event. It also introduces some aspects of event marketing, marketing communications applied to event creation and social and cultural impacts of an event. It gives a detailed analysis of the various issues involved when building an event from scratch.</p> <p>As both the participants and the French Institute personnel were satisfied with the event’s implementation, it is clear that this one-off event was successful. It fulfilled the objectives of offering a positive image of the French Institute in a warm and welcoming atmosphere.</p>	
Keywords Event implementation, event marketing, marketing communication, stakeholders	

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1 Introduction

Events are central to our culture nowadays more than ever before. Corporations and businesses highlight events as their key elements in marketing and image promotion. Individual's enthusiasm for one's own interests and passion give a rise to a special array of events on almost every imaginable subject and theme. (Allen, Harris, McDonnell & O'Toole 2005, 5.)

The event implemented and thoroughly explained in this thesis has its origins in a term special events which can be described as performances, celebrations, unique cultural performances, corporate functions or trade promotions (Allen et al. 2005, 11). Special events described by Shone and Barry (2004, 3) are phenomena ascending from the occasions without a mundane routine that have leisure, cultural or organizational objectives with a purpose to enlighten and entertain a special group of people. In addition, Getz points out that a special event is a chance for a leisure, cultural or social experience outside the regular selection of choices or beyond a day-to-day experience. (Getz 1997, 4.)

Regardless the size of the company and the date of foundation every existing company and association struggles with finding the right types of channels and ways to promote products and services. This study is a project based thesis planned and implemented during fall 2014 and executed as Work and study in French event in 24 February 2015.

The need for this event arose from my interest for French language and Haaga-Helia's student's lack of knowledge towards French Institute. The lack of knowledge was recognized during an event organized in Haaga-Helia for language course purposes. During that event, students had an opportunity to become acquainted with French, Spanish, German and Swedish languages. It was clear to the Institute personnel that they suffer from an old fashioned image. The event for this thesis was created to promote French Institute and raise interest among students.

1.1 The commissioning party

French Institute, formerly known as the French culture center, was established in 1968 and has been functioning in Cable Factory in Helsinki since 2003. The French Institute

in Finland is situated in the heart of Helsinki of cultural Institutions and is one of 307 French Institute's in the world. The French Institute in Helsinki is responsible of cultural action outside of the French borders and it is led by the President of French Institute, counselor for culture and science, Mister Georges Diener. The culture department of French Embassy and the French Institute are considered as one. The President of French Institute is responsible for implementation of co-operation for both under the guidance of French Ambassador. (Ambassade de France à Helsinki 2015.)

Institute is divided into six departments; administration and technique, French language and education, science, university and Campus France, culture and audiovisual tools, library and communication. At the moment there are 14 employees working in the Institute premises, nine of which are French and five of which are Finnish.

The common annual action plan of culture department and French Institute corresponds to the development of French representation in Finland and to the relations by creating special support, supporting specialist exchange and conquering new areas. As already mentioned, French Institute is a part of French Embassy and functions under the influence of French Ministry for Foreign Affairs and International development. The tasks of the French Institute are proposed by the French Ministry for Foreign Affairs and implemented closely with the French Embassy in Finland.

The Institute's objectives are promoting international artistic exchange, sharing the French knowledge, sharing the French audiovisual patrimony to the Finnish nation, encouraging native Finns to learn French, developing cultural dialogue through seasonal and annual festivals, assuring education and carrier continuum of the French agents settled in Finland. (Ambassade de France à Helsinki, 2015.)

French Institute has a library with 20,000 pieces of French items including CD's, DVD's, books, magazines, Campus France information point and a broad selection of digital documents. The library was transformed into modern style in 2012 and nowadays the selection fully corresponds today's France.

1.1.1 Commissioning party's values and brand image

A company needs to have a concise world of values. The values need to be formed in a way that all of the people working for the common good can understand. Moreover,

the company's values need to be those kinds of values that the customer and other target groups can familiarize with. (Muhonen & Heikkinen 2003, 32.)

French Institute believes in freedom of expression and diversity in international context assuring French cultural knowledge, competence and expertise in a global environment. Institute is an influential tool of co-operation and a center of expertise and advice in a French context.

The French Institute wants to provide the customers with certified French courses with positive atmosphere to study. A customer can study individually or in a group of ten people which gives the customer a freedom of choice to enjoy studying. The Institute works for a better cultural understanding in Finland. (Institut Français de Finlande 2014.)

A Brand's emotional and rational character can be shown to the customer through brand's corner stones that can be found in any brand's creation. Trust is a crucial part in the process that determines the customer's perceptions and experiences of brand-loyalty. It is argued who should act as a guardian of the brand image and how far should one stretch a brand and still maintain a long-term customer-loyalty relationship. (Copley, P. 2014, 43.)

It is argued that the French Institute lacks the student's trust and therefore is unable to perform results the best way it can. French Institute is a part of French Embassy and therefore the Institute cannot function all by itself. The best way Institute can refresh image is to change the perception of Finns of the French language and culture and try to make people understand the French culture.

1.1.2 Services and courses

French Institute offers courses to everyone. The selection of courses varies every season. The courses are suitable for all ages, children, adults, young adults, families and meet everyone's needs. There are multiple ways to tailor-made studying. The courses are implemented in the Institute's premises, in companies and state institutions as well as online which refers to studying at a distance. Educating takes place during the day and evenings from Monday to Saturday at the Cable Factory. The study rhythm varies depending on the course type.

The courses follow a general European reference framework. A1 and A2 are basic level language studies, B1 and B2 are mid-level language studies and C1 and C2 are advanced language studies. The general European frame of reference has an official spot in EU as a starting point in language education (Helsingin yliopisto 2006). There are general language group lessons for all levels, intensive lessons, private lessons, lessons for children and theme lessons. Theme lessons comprise for example of work & travel, cooking and fashion. The all-time-favourite course has been wine and cheese theme course. Each course has its own cost depending on the level and course type.

If a company targets its efforts for buyers with particular needs in the best relative position to serve it will improve its competitive advantage. The demand for a product or service is dependent on the buyer's high grow potential which creates demand for a product or service and increases over time. (Porter, M. 1998, 110.) The French Institute divides courses for specific target groups and offers theme courses as well. The courses specifically targeted at students are tourism courses and movie related matters where students are able to expand their cultural knowledge via movies and improve comprehension.

1.2 Work and study in French

The event was targeted specifically to Haaga-Helia business students studying French. Work and study in French introduced work and study related topics concerning France. It introduced an Institute with informative and interesting insights of the working method and values of the Institute. The number of student participants was a total of 11 people. The number of participants was confirmed a week before the event implementation which was the day the enrolment ended, 17 February. Enrolment and event participation were executed using e-mail. It was stated on the advertisement that enrolment was not possible after 17 February which set a deadline for the students. There was not any additional interest for the event in addition to the 11 confirmed participants. During the event the Institute personnel discussed some relevant topics and previous experiences with the audience about the obstacles applying for a job in France and the general working culture. Members of a French student association Campus France introduced their concept and gave some advice for applying for an exchange. Nevertheless, a professional Institute teacher also came to discuss about the teachers

relevancy and professional lever. The French gastronomy was also introduced by providing the guests with local French beverages.

1.3 Thesis objectives

The objective for this thesis was to inspire business students to become interested in the services the Institute provides and encourage the students to be active. Institute wanted to give the students a different perspective in their services and refresh student's perception of Institute's image and the quality of services. The French Institute wanted to show the students what they are capable of producing as an Institution and what kind of benefits do they have for students. The event also served as a benchmark for Institute's future events targeted at students. In an ideal situation, Haaga-Helia and French Institute would continue the co-operation by having similar events with different themes.

According to the Institute's personnel there is a variety of courses to choose from but the target audience hardly changes and remains the same. Today the course selection is wide which offers more chances for Finns to join but in reality is rather confusing due to so many target groups.

The co-operation between Haaga-Helia University of Applied Sciences and French Institute has not existed before. That is the ultimate reason why this thesis was implemented. The French Institute offers many options for people of different ages. Students have not been Institute's regular customers although the Institute has specific courses, for instance, for business students.

1.4 Thesis structure

This thesis introduces the commissioning party and the stages regarding event planning and implementation. It gives a detailed preview about the issues when building an event from scratch. The thesis is linked with relevant explanations and justifications of the product, the event. The topics covered are connected with relevant background information that complement each other. The main topics handled are choosing target

market and segmentation, event attractions, event marketing and marketing services as well as the influence of marketing communication mix in events.

The zipper method has been applied to this thesis. This method enables the reader to follow the plot in a reasonable order. This thesis was designed to allow a reader, expected to be unfamiliar with the topic, to understand and interpret the phases and the event development all the way until implementation and evaluation. The discussion, my personal evaluation and improvement ideas for the commissioning party stand as its own part towards the end of the thesis.

2 Conceptualizing the event

Services are performances and experiences rather than objects. Therefore it can be difficult to communicate the advantages to customers. This is usually the problem with intangible services. Marketers explain and promote the value proposition through communication. Without effective communication the potential customers may never know of a Company's existence. (Chew, Lovelock & Wirtz 2009, 170-172.)

Intangibility means that the event serves the participants with little items to see and touch. Intangibility as a word refers to untouchable matters which services usually represent. During the event the touchable items, tangibles, were only the beverages and brochures. Other information provided was in an intangible form.

To overcome the obstacles with service communications, one should be aware of the common problems of intangibility in service business. A marketer might face a problem of generality which, in other words, makes a reference to items that substitute objects or persons. In events, generality refers to the material distributed, the performances and the performing personnel. Chew et al. (2009, 171) also state other common problem that can be applied to events which is non-searchability. It refers to a fact that it is impossible to search or inspect an intangible before purchasing. Searchability is dependent on how well the service has been formed and documented. Previous similar event documentation should be utilized to understand the big picture. The company should allow the customers to see the company's values in every action the company does. The images that customers create in their minds of a company or a service must include the value that the company is all about.

As services are intangible and events do not allow searchability one should consider benchmarking. Services do not have available touch points before the performance implementation. Especially when creating a new event from the beginning it is crucial to remember to compare objectives with similar events and find the balance with one's own event concept.

During the event, Work and study in French, generality was visible. The informative performances comprised of the performing personnel along with French Institute's brochures and visual messages via videos. A service marketer should remember to pass

an image of a positive unique experience that, among other similar services, only the marketer's service is able to perform.

At the planning phase, the event was compared to match the Institute's other events. Institute offers events that are open to everyone but unfortunately not many realize the availability. Work and study in French was created with the same values as other similar Institute's events that are targeted to be available to those interested in French language and culture. The objectives were set to work with the timeframe and the initial supposed attitude of the participants. An information overload would be the worst thing to introduce to the participants during the event.

2.1 Target Market and segmentation

The process of selecting the target audience begins with the initial setting. The potential audience members indicate the area of specialization, for instance, Company, special interest groups or school. The content and range of attractions need to suit the identified audience. The target audience needs to be profiled. (Des Conway 2009, 52-53.)

The event theme was determined prior to choosing target market and segmenting. Only after knowing what the event would be about could the audience profiling commence. Audience pre-defining helped with creating profiles. At this stage it was already clear that the target market existed in Haaga-Helia, more specifically, in the business field of studies. The event would serve the best those of which have considered going for a student exchange in France or those of which are soon to graduate and would be interested in working in France or doing business between France and Finland. An expected participant would be 18 - 25 years old, male or female that studies French in either Pasila campus or Vallila campus. The potential participant would be interested in working in France, studying in France or even in importing and exporting between France and Finland.

A market segment can be defined as a group of buyers sharing common interests. Buyers in the same segment should be similar to each other which means that buyers in different segments should be as dissimilar as possible. (Chew et al. 2009, 62.)

Certainly it is crucial to know how many French language students are there in general before planning. Four French teachers from Pasila and Vallila were e-mailed asking how many students took part in the French courses in Haaga-Helia. Turned out that four teachers, two of which were from Pasila and other two from Vallila, taught a total of 240 students.

2.2 Event execution planning

The event planning was already started during the month of October. I exchanged e-mails with the commissioning party throughout the 2014 fall until the end of the process, April 2015. Three, English and French, face-to-face meetings were arranged to ensure the productivity and decision making flow. In the meetings I mainly covered all of the topics with a French intern who was chosen to manage the matters regarding Work and study in French. Prior to the contract signature the French Institute required a written topic analysis and a written event description in French. This was not a problem since I was already acquainted with the French language and could produce written text in French with ease. The document was meant for the French Embassy since the Embassy needed sufficient documentation for all of the actions Institute executed.

Work and study in French was set to take place on February 24 because of the subject the event handled. Spring is the most usual time to graduate and to think about the future's plans. The event was set to February since that month was ideal when students actually start to think about what to do after graduating.

The planning of execution is a crucial phase in the success of an event. The content provided to the participants should not be exaggerating or too detailed. It should be concise and coherent. The event should also include a trigger which is an action that will acquire unexpected people to participate. Another issue concerning event execution planning is to consider the audience size.

The audience size should not be overestimated nor underestimated. Work and Study in French is particularly meant for business students studying French in Haaga-Helia. It is rather substantial to consider the event time and the place as participation decision fac-

tors. It is possible to gather information on attendance figures at similar events. Unfortunately, this method cannot be the only method applied since there is always room for misinterpretation.

Some event premises have a maximum capacity and therefore that will be the defining factor in audience size. However, the most reliable method to know how many participants will arrive is to set a deadline and the scope of attendees. This allows the organizer to see how many people have replied by the deadline. (Des Conway 2009, 57-58.)

The French Institute can host an event for 100 people in its premises. However, since there are no previous tracked record of a similar event, it is better to keep the number of attendances small. The maximum number of participants was set to be rather small. The maximum estimated number of people was 20.

Considering the beverages the participants were provided with, there was a better chance of succeeding when the place had a reasonable number of people. At the same time, it gave the audience a better chance to discuss about relevant subjects with the personnel. As Work and study in French serves the Institute as a benchmark in the future, it is more reasonable to start with a small number of people. If the Institute decides to use this event as a benchmark for future use, there is room for a substantially bigger number of people.

Detailed records of the numbers of visitors are not needed since the sampling group is relatively small and the participants can be counted during the event as well. Moreover, questionnaire replies are not needed either since evaluation can be executed just by asking the participants. Also, if a questionnaire was sent to the participants, there would also be a need for gathering information of motive on those that did not come.

After defining the target audience the communication objectives need to be defined. A marketer needs to be clear with these objectives before starting to think about any further actions. Chew et al. (2009, 175-176) list some general educational and promotional objectives for events.

- Establishing memorable images of companies and brands.
- Building awareness and interest in an unknown service or brand.

- Building preference by communicating the strengths of a brand.
- Repositioning a service relative to competing offerings.
- Reducing uncertainty and risk by providing important information and advice.

The date and time of an event are crucial factors which have an impact on the outcome. Especially events held during normal week days should be well planned so that the audience is able to take the time off one's schedule. Special events should not be set to start too early when most of people are still working nor too late which may affect the following day's schedule for many people. A risk of not having all of the planned participants present lies in the planning and communication.

Risk management is a vital key factor as a part of the event success. The likelihood and consequences of possible risks need to be understood and examined before event implementation. A few examples of risk management are threats to health and safety of both, personnel and attendees. Since Work and study in French was a volunteer based event, referring to the Institute personnel not receiving salary, there was a risk that the volunteers did not have enough profit to perform the ideal way. If that was the case, the event manager needed to have another plan to execute to reduce the risk of failing.

The Institute reputation was at stake and if something had failed, the event objective would not have been reached nor would have the attendees been happy. The possible and most obvious risks of Work and study in French could have been the following:

- food poisoning
- unexpected allergy
- uncommitted volunteer workers
- technology fail
- uncommitted sponsors
- food delivery failure
- co-worker or event manager's sickness.

This event was considered as a low risk event because it was held indoors. Certainly, the Institute personnel possessed a range of expertise in the field and in the subject. The event organizers knew the event venue throughout and therefore any major risk could have been overcome. There was not a need to establish a detailed escape plan or a hazard plan.

2.3 Stakeholders in events

Organizations and people with real interest for an event are known as stakeholders. Stakeholders possess an important part in the outcome of an event. Allen et al. (2005, 86-87) describe the relation of stakeholders and events as follows:

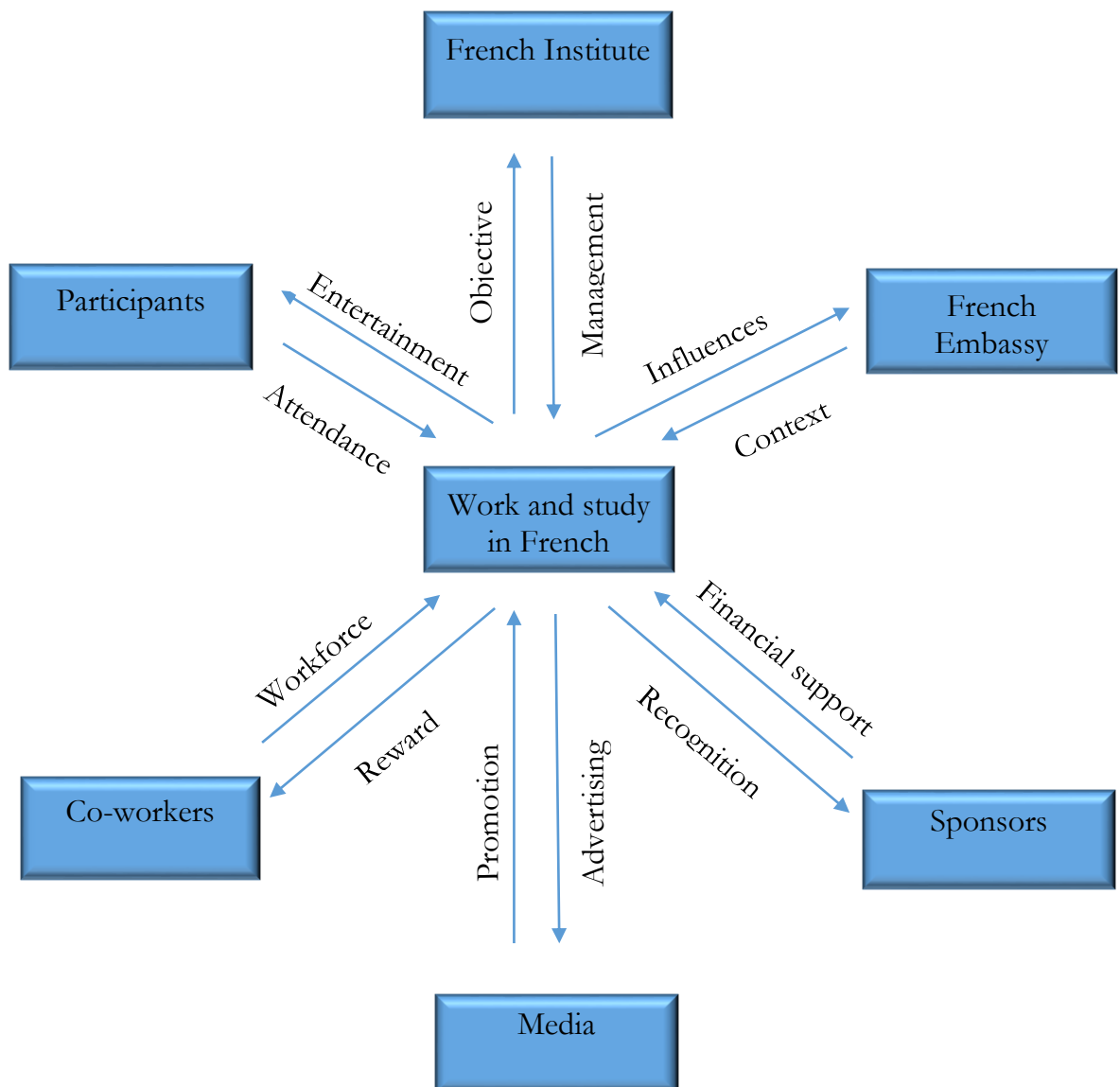


Figure 1. Stakeholder relationships in Work and study in French

Stakeholders hold the interest of the success of an event. Work and study in French had multiple stakeholders as shown in Figure 1. The event could not have succeeded if French Institute had not provided the premises and some guidance on the Institute's working methods and values. In addition, the context was obtained from French Embassy since French Institute operated under it.

However, the corporate message that is passed to the participants should be clear and concise and more importantly well understood. An event is a great opportunity to sell the corporate message to potential customers but first the message requires internalization by the whole personnel. The event participants already may have had an own perception of the Institute. That is one reason why the event was recommended to commence with the initial setting of introducing the Institution throughout via speeches, audio visual productions such as videos and even banners to reinforce the company message.

2.4 Service flowchart

Flowcharting is a technique for showing the pattern and sequence of the layers in a service delivery (Chew et al 2009, 200). It helps to understand the steps involved in a customer service experience and allows a company to see the customer's and the company's own involvement in the process. The following figure is applied to Work and study in French and explains the delivery for the participants:

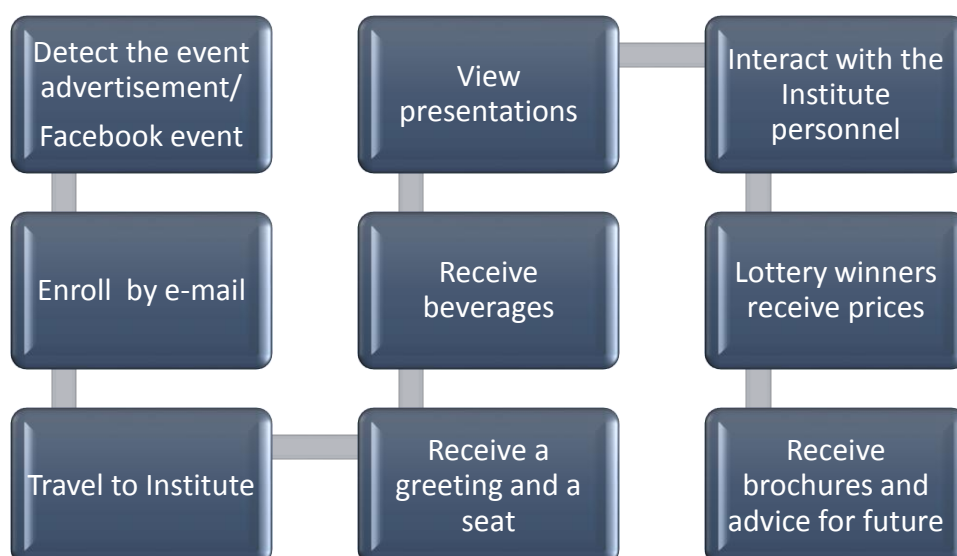


Figure 2. Simple flowchart for service delivery in Work and study in French

The service flowchart of events is intangible. The participants were present in the event and received some information from the personnel but also received some material of the discussed topic. The participant noticed the advertisement either in University or in Facebook and decided to take part after which enrolment was necessary. The participant took a bus, a tram or a metro to arrive in the venue and received a greeting and a place to sit and enjoy the event. To refresh the experience, some beverages were enjoyed while watching some interesting presentations and interacting with the personnel. Eventually, a lottery was executed and the winners received prizes. The last milestone in the event service flowchart was receiving brochures and some advice for future connection.

2.5 Event attractions

According to Des Conway (2009, 72-73) the basic idea of what the public would like do at an event is to buy, eat, see, listen, learn, try, photograph, join and collect the experience. The public would most likely want to learn about the organization corporate culture and more about the topic itself, working and studying in France. The participants were able to execute all of the tasks mentioned above, except buying. As the event's objective was to introduce the Institute's services, the event organizers agreed not to sell the courses to the audience during the event but instead introduce a positive image and try to have people to purchase later.

This event was an audience-led attraction based event which means that the audience was pre-selected before the attractions were. Work and study in French did not include any entertainment performances. Since the event was planned to be rather informative than entertaining the event managers did not consider hiring a band or a comedian, for instance. A limitation to the event attraction planning was due to an undetermined budget.

The sources for attractions were gained from the Institute, Campus France and sponsors. The attractions were set to be costless since there was not a budget determined. Institute's stake for attractions included introducing the Institute with pictures, videos

and brochures while Campus France's stake for attractions included similar issues but with a topic of instructing students in applying to study in France. The Institute workers and Campus France workers were not paid. It was clear from the start that working for the common good required everybody's input without a return in investment. Beverages provided by sponsors introduced the students a new world of culinary pleasure. The red wine, white bread and hummus supported the experience while listening to the informative speeches. The listener was meant to experience such a positive outcome that it would change the perception from the past or create a totally new perception.

It is believed that for many participants the Institute as a location was unknown. The Cable Factory and the Institute's premises might have been alone an experience worth of undergoing. That is the main reason why this event was organized in the Institute and not in Haaga-Helia, for instance. Organizing the event at its base location not only enabled the authenticity to become visible but also the participants to become aware where the information would be available if one needed help with French relating issues.

The first impression of an event is important when a participant arrives. It includes the reception as well as the tidiness and organizing arrangements. The room where the event took place was organized in a way that fits the purpose of the event. The chairs were facing the front where the performances took place. Behind the chairs the participants could find a table filled with beverages. The front was designed for the formal part of the event and the back was designed to be a little more relaxed and entertaining.

The attractions were decided prior to the implementation of the event with the Institute's personnel. I determined common goals together with the Institute's personnel to achieve the event objectives. It was decided that the participants would not receive evaluation forms but instead the event organizers would serve as ears for evaluation and react to that. This way people would tell honest opinions. Saying the opinions out loud would not be restricted as would be the case with paper forms with limited space to write. It is true that evaluation and feedback on paper is a more secure way to restore the results. However, this time spoken results allowed room for a conversation at the same time.

In addition, a participant's participation in the event may have had other reasons, for example, attend as an entertainment event or relaxation. Although the event was rather informative than entertaining, the participants were provided with beverages and that may have been a reason alone to take part. There was not an admission charge of any kind which allowed simplicity before and during the event.

3 Service marketing

A service has multiple definitions, one of which is determined as being actions, functions and processes that represent financial value and are not a physical product. When the right to own is not transferred during a sale, it is called a service. (Ojasalo & Ojasalo 2010, 15.) A service is intangible and gives a certain feeling or aspect to a customer. It is an experience and partly different than a product. Customer interaction and customer relationship are two essential goals in a service.

Service business is increasing all around the globe and the fastest growing services are based on knowledge. The increase in international travel and the amount of information provided to customers online are followed by conscious demand and awareness in demanding. Nowadays customers traveling for leisure purposes hardly require travel agencies to outweigh different options for them. Choosing the most competitive flights can be arranged easily from home as well. However, the increase in demand for different travel destinations create demand for better cultural knowledge.

French Institute serves the Finnish nation for a better cultural understanding. The awareness of the cultural services available create need of specialization in services and the best knowledge of the chosen area, in this case, French language and culture.

Services are economic operations offered by one party to another. Customers expect to gain value from access to networks and systems. Service business does not transfer the product ownership to customers. (Chew et al. 2009, 19.)

According to Chew et al. (2009, 13) there is a category of the non-ownership framework for systems and networks, access and usage, which can be applied to French Institute's outline. According to the framework, customers rent the right to attend a particular network. In other words, this means that the French Institute owns solely the services provided and the Institute lends the right to participation to customers.

The Institute offers B to C services which can be determined as a service that is bought for independent use. The relation between the customer and the service provider is ultimately changing. There are many competing competitors in the field and the aim is to differentiate the service. Today's huge trend is to tailor-made a service in order to give the customer a unique and a special feel. The positioning strategy Institute applies to the courses offers customers a broader selection and accustoms to the customer's

needs. In today's world customers highly appreciate services that are brought to one another which creates positive image and shows that the service provider is aware of what is the customer's need.

When marketing a service it is essential to bear in mind that the visual marketing has a definite impact on sales. Most of the information intake comes through the visual image. Visual marketing is a part of a company's marketing communications. It creates a positive image on a customer's mind and impacts the decision of buying. The layout in visual elements can strengthen the customer's image about the brand and its services. (Nieminen, 2004, 9.)

Institute trusts on a single-minded, coherent visual identity that will create a positive image for a customer. They use strictly the same font, colours and picture layout in their brochures, web site and material. The writing is in French, English and Finnish.

Interactivity with customers is a key to the core of the business. The company's home pages fulfil the working culture and the quality of service. (Nieminen, 2004, 111.) The company's home page and event brochures need to be applied with the same visual image to maintain integration.

Events have a social and cultural impact on the attendees. Events are also very influential; events contain the power to challenge imagination and adapt human mind to consider new possibilities. Events social and cultural positive impacts consist mainly of shared experiences, increased community participation, introduction of new and challenging ideas and a broad cultural perspective. In contrast, there is a risk of community alienation, substance abuse and social dislocation. (Allen et al. 2005, 33.)

Work and study in French gave a warm welcome to the participants enabling idea exchange at the same time. The audience consisted of different cultures which was enlightening since that enabled them to raise cultural aspects and opinions about languages. Referring to the non-ownership framework by Chew et al. this event rented the premises and knowledge to the participants who, in exchange, received some valuable information needed.

3.1 Event marketing

Event marketing is all about experiential marketing actions in which the company meets the client in a pre-planned situation and environment. It should always be planned and goal-driven. When planned and implemented right, it is a natural part of a company's overall event marketing. (Muhonen & Heikkinen, 2003, 42.)

According to Sonera's marketing director Jari Elo (Muhonen & Heikkinen, 2003, 43.) event marketing is the building factor in a customer relationship and extremely effective when a company wants to create real feelings. When a service is complex enough it supports the sales. In addition, Seema Gupta points out that events are chances which are planned to pass messages to target audience. Two different kinds of events are introduced, direct and indirect, out of which the event described in this thesis was a direct event. (Kotler, P. 11th Ed 87.) In other words, the people that took part in this particular event formed the selected target audience as assigned. Event marketing is not targeting just to have people to participate but to ensure to offer the same kind of service and expectations also during the event (Shone & Parry 2004, 151).

3.2 Work and study in French marketing SWOT

Like products and services, event marketing also needs a SWOT-analysis. According to Muhonen and Heikkinen (2003, 47) this is what a marketing SWOT-analysis for Work and study in French looks like.

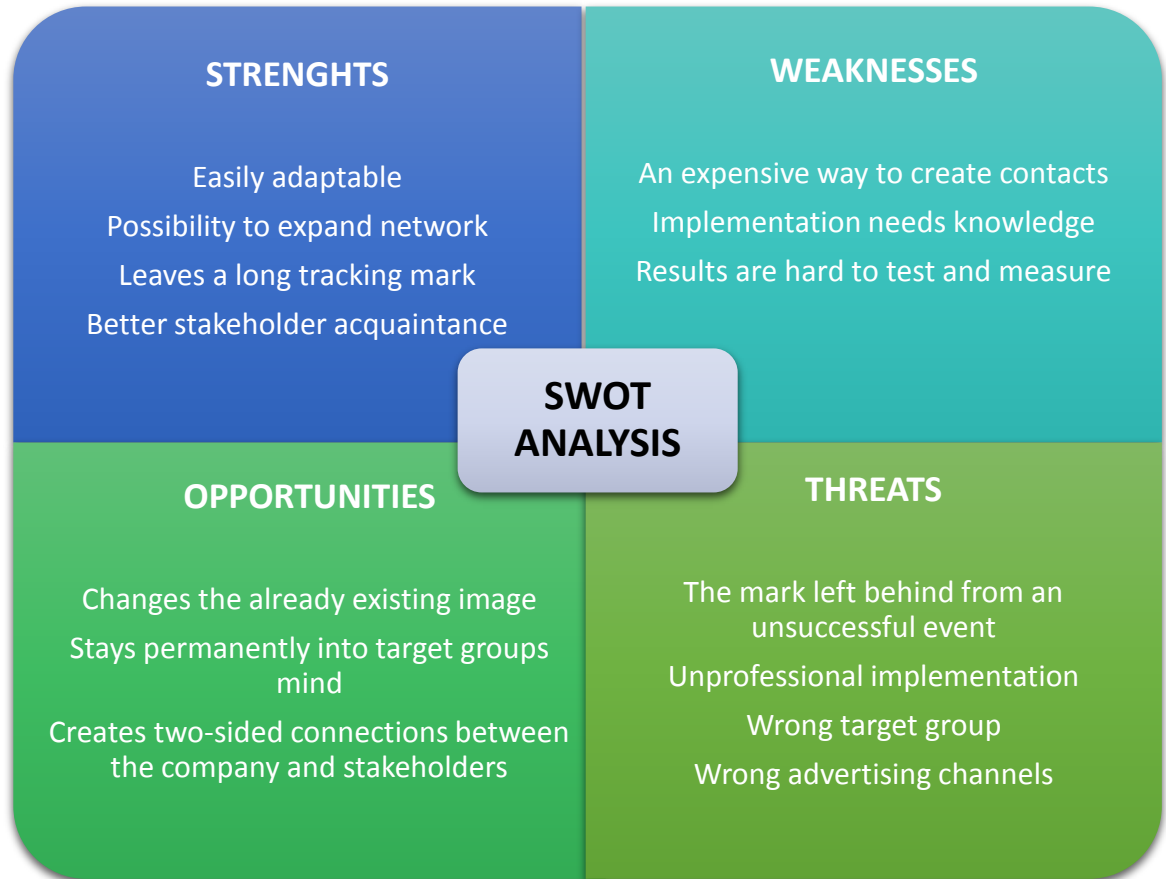


Figure 3. Marketing SWOT-analysis for Work and Study in French

3.3 Work and study in French touch points

Touch points are those places and times when a customer might come into contact with the event. They depend mostly on the type of business. The touch points of Work and study in French were as follows:

- advertisements at Haaga-Helia, Pasila
- advertisements at Haaga-Helia, Vallila
- Facebook
- word of mouth
- French institute's office.

It can be believed that the touch points will expand to an extent where a customer eventually takes part in French Institute's courses and meets French Institute personnel on a regular basis. As flowchart revealed the customer's participation points as well as the event organizer's interaction with the customer, it is also important to pay attention to the event's touch points. Touch points are pre-event external points where the customer may see visual triggers of the event and gain interest.

In today's world companies should not take advertising channels for granted. There are many options available which makes the customer's buying behaviour forecasting and controlling even harder because of the wide variety of choices. The company needs to understand when to confront the customer and where it is most suitable.

A marketer needs to understand and listen to the customer. Company's actions are based on four stones, better known as the 4 P's: Product, Price, Place and Promotion. When the 4 P works, distribution is service at its best, sales is relations marketing and communications is a bunch of ways to obtain a place from the customer's brains. (Muhonen & Heikkinen, 2003, 27.)

Advertising does not have to cost money and it is always beneficial. Many events have failed not because the audience did not want to participate but because the audience did not know about the event since it was not advertised.

According to Juslén (2009, 23) online marketing does not work with the principal of one sender to many receivers. In the interactive social network everyone talks with everyone. Internet makes it possible to reach customers without any distracting intermediates. This makes it hypothetical to believe that the message will most likely reach the supposed target group. One is expected to offer meaningful and logical information when marketing online.

3.4 Marketing communications mix for the event

Most organizations today use a range of tools to achieve communications objectives. Each tool can be applied to different objectives. Carroll, Gosnay & Richardson (2010, 57) introduce the main tools available as follows:

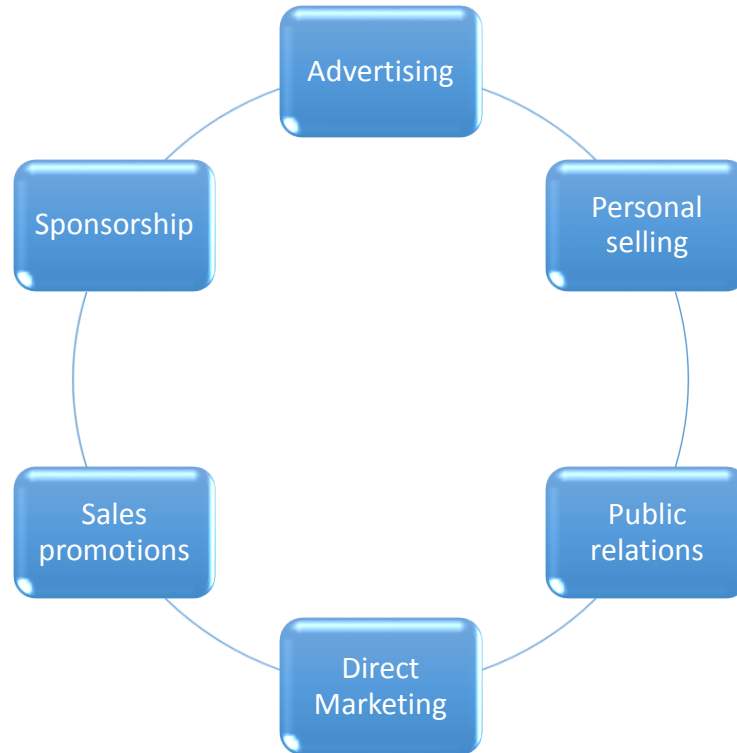


Figure 4. Marketing communications mix

These parts put together form the ideal mix of marketing communications. However, it is argued what is the ethical role of each of the parts of marketing communications mix. This chapter introduces sales promotions, advertising, public relations and sponsorship which were applied to Work and study in French. The event's ethical point of view is also introduced. Direct marketing and personal selling are not introduced in this chapter although applying also those two methods could have supported the success of implementation of the event and the limited number of participant's commitment.

3.4.1 Sales promotion's visibility in the event

Sales promotion reinforces the use of the reward that the utilization of the product or service develops and, at the same time, increases the chance of repurchasing. The objectives in sales promotion depend mostly whether it is utilized to build brand franchise or to build short-term relationship. (Copley 2014, 250-252.)

The participants were attracted by organizing a lottery with a tempting main prize which was a French Institute library card. The card has its own cost when purchased individually. The lottery was organized in an old-fashioned way towards the end of the event. Pieces of paper were put inside a glass container and each of the pieces of paper represented a name of a participant. I acted as the person that chose the names of the winners randomly straight from the glass container. This way all of the participants had an equal right to see the winners as the names were said out loud in front of the event participants. The participants had an equal opportunity to win any of the three prizes, a French music cd, a French depicted book or the library card.

Work and study in French introduced an incentive, a free library card, which allowed the winner to have a free trial to the Institute's library for six months. The objective for offering this kind of trial was to change the winner's perception of Institute for better and to achieve long-term results in the end. The most common consumer-led sales promotion activities include premiums, coupons, sampling, offers and contests.

Sampling is a useful tool in creating loyal relationships. The customer is able to create one's own opinion of the company offering a sample. The company serving the sample has responsibility in establishing a positive image in customer's mind. The perception is fully dependent on how the customer is treated from the beginning until the end of the trial.

There are different ways to mislead a customer by the means of sales promotion. It is argued that one of the most common ways to mislead a customer is to promote an item or a service with a reduced price not realizing how many customers can one promotion attract and how many reduced items or services should be available. Work and study in French had a limited number of participants due to the fact that French Insti-

tute wanted to offer a fair and an equal image for the participants. The beverages offered were limited in amount and everyone had an equal opportunity to win any of the prizes of lottery.

Carroll et al. discusses the techniques of promotional activities that need to be carefully selected to fit the objective wished to attain. Those techniques include buy one receive one free, money-off vouchers and coupons, free prizes and trial-sized products. (Carroll et al. 2010, 64.) Three techniques out of these were applied to Work and study in French in the form of lottery and sponsorship.

3.4.2 Advertising the event

Advertising is usually the most powerful form of communication between service marketers and their customers. It serves to construct awareness, inform and persuade. Advertising has an important role in transmitting factual information about services and educating customers. (Chew et al. 2009, 178.)

Print advertising expands our daily lives. The images of event advertising meet us on the side of buses, in our morning newspapers and even on roadside signs. The return in the potential investment in advertising should be determined prior advertising executing. The right target group determination is crucial before electing the appropriate advertising instruments. The demographic group which depends on the advertising media that is wished to reach with advertising needs to be investigated. Further actions can be taken only after this. (CAE, CMP & Hoyle 2002, 42-44.)

A range of digital media is at a marketer's and customer's use. Social network users that often are unaware of becoming ambassadors for advertising are executing twist on word of mouth online. A Social network platform, Facebook for instance, allows a customer to become a fan of a company. All of the actions the customer takes for the company will be seen by the customer's own Facebook friends. (Carroll et al. 2010, 58-59.)

Many see advertising traditionally prone to criticism because of the cruel ways advertising is pushed to people in today's society. Advertising is even seen manipulating people's decisions by selling items and services that people do not need. By creating the need a marketer ensures the flow of continuity in selling and at the same time gains

more people to make decisions based on the heard facts. Advertising for Work and study in French was designed to make ethically positive decisions. Since no budget was determined for the project, it was clear that advertising would not be offensive type nor against French Institute's ethics. For instance, it was allowed to enjoy some alcoholic beverages in the Institute's premises because their working space was a part of the French Embassy and therefore also part of French soil. However, the French Institute did not allow a budget for the alcoholic beverages introduced to the participants since that would have been against the ethic and the Finnish law.

3.4.3 Public relations in the event

PR is efforts to gain positive interest in an organization and its products. Special events are common and widely used PR techniques in a business that introduces favourable publicity to the organization. (Chew et al. 2009, 179.)

Public relations also has its down side if not implemented right. It is believed that public relations is sometimes seen as a cover for a bad reputation. If the reputation is not positive, a company might announce, for instance, a PR campaign in which the company tries to recover the image but is actually making the image worse. The problem with this kind of PR is that some companies might hide something under the real truth. Institute was not hiding issues under the given image during the event. The objective was meant to be reached as truthfully as possible to gain the student's trust.

Carrol et al. (2010, 60) determine Public relations positive sides as follows :

- producing and fostering goodwill and trust
- producing positive stories and conversations
- developing and maintaining long-term positive position for the company brand
- building relationships.

Public relations can effect on how others see your organization. The first phase in establishing a public relations plan is to determine what the current situation of customer's perception of the company is. An effective event marketer will catch every possibility of gaining positive response. (CAE et al. 2002, 16-17.)

This event served the Institute as a Public relations event since the main objective was to refresh the image of students. Even though a market research was not conducted before planning the event, it was quite obvious and also confirmed by the Institute, students were afraid of the cost Institute charges for its courses. Moreover, the students think that the courses provided by Haaga-Helia are more efficient.

When implemented right, public relations gives an organization a face and a personality. It is the perception of how customers will react when hearing the organization's name. Work and study in French was a part of Institute's public relations and its primary goal was to create awareness and to offset negative publicity. CAE et al. (2002, 47) state that one of the greatest rewards of positive public relations is a partner's support in exchange for supporting the partner.

Copley claims that a lack of expertise in public relations can lead to mistakes. Turning negative into positive is the key to success in public relations. (Copley 2014, 299.) Prejudice and ignorance are two main reasons for a negative public relations. Haaga-Helia students most likely have some type of perception of French Institute. Those that were interested enough to participate received a chance to change the opinion.

3.4.4 Event sponsorship

Even though advertising is considered to be an effective way to gain visibility, an event organizer should remember that sponsorship is a great way to increase exposure. This thesis did not include any exchange of money which CAE et al. (1992, 70) calls a trade-out. However, Van der Wagen & White (2010, 443) determine a sponsor providing free goods and services with an exchange for enhanced profile and marketing and possible sales of the sponsor's products as value-in-kind support. The ways to implement sponsorship are endless. However, the agreed sponsorship methods used for this thesis were printed and electronic advertisements with the sponsor's logo on the bottom of the page.

The International Events Group Inc. of Chicago, Illinois states that sponsorship is the fastest growing type of marketing nowadays. While sports events still hold the leading position in sponsoring, there has been a steady increase in other categories such as en-

tertainment, arts and festivals. Once an organization has decided on the type of sponsors the search in sponsorships can commence. However, the organization must remember that sponsorship is not a donation but a business deal in which the parties agree to promote the sponsor's goods in return for the value of the event. (CAE et al. 2002, 93.)

French Institute has established many sponsorship relationships with Finnish organizations and companies that deal with French culture. It is important to remember how the event could serve the sponsors the best. In other words, the event sponsors need to have a similar target market and the size of both, the event and the sponsors, should be close to each other.

The sponsors of Work and study in French were RedBev and Qulma. RedBev is a Finnish company established in 2011 based in Eira, Helsinki. Redbev imports and markets mild and strong alcohol products to Alko, a liqueur store, restaurants and local Finnish stores. Redbev has a solid and firm base in a sponsorship collaboration relationship with Institute. In contrast, even though the sponsor relationship with Qulma has already existed for a while, in fact, Qulma is currently improving its relations with the Institute and organizing more common events. Qulma is a French like lunch restaurant established in 2010 by three founders and is based in Kruununka, Helsinki. Qulma serves breakfast, lunch and brunch in a sophisticated French environment.

The incentive to attract participants to the event was to serve sponsor's product samples. This not only enabled a sponsorship without an exchange for money but also a sponsorship with benefits for both parties. The wine, bread and hummus were for the benefit of the Institute and the sponsorship enabled the participants to acquire acquaintance with RedBev and Qulma. The event organizers ensured that the event was captured so that RedBev and Qulma could use the pictures in marketing the companies' own products.

RedBev introduced a method called value-added incentive. RedBev stated a term according to which the company wanted to introduce a new type of wine, organic wine, with completely new labels. A value-added incentive allows the sponsoring organization to have a direct contact with the consumer, a possible customer (CAE et al. 2002, 98).

3.5 Word of Mouth

Word of mouth has a substantial weight in customer's buying behavior and decision making. It is believed to form stronger opinions about products and services since it is based solely on recommendations. The most important influence a company can have is to have a positive Word of Mouth in customer's minds.

Therefore, Word of Mouth is such a powerful form of marketing that, in fact, it is utilized in a variety of strategies to encourage existing customers to give positive comments. These include promotions that encourage customers to persuade others to join to use a company's services and developing rewarding patterns that in return of gaining new customers, the company offers some units of free or discounted service. (Chew et al. 2009, 187.)

Carroll et al. (2010, 43) argue that Word of Mouse is the 21st century leading form of marketing. Word of Mouse is similar to word of Mouth but functions in an internet-based platform. Social Media allows such a variety of people to share specific items around the world in just by a click of a mouse.

Copley (2014, 44) argues that Word of mouth is insufficient itself and requires a marketing communications mix by its side. Copley reminds that there is not a single and straightforward way to market an organization or a brand and that the trends in marketing should be followed. It is stated that especially e-Word of Mouth, the same as Word of Mouse, might be a practical tool for a company to promote when there is a lack of resources.

Therefore, as Work and study in French has not been organized before and it was a one-off event, no Word of Mouth or Word of Mouse could have been withdrawn from previous events. In this case, the focus of Word of Mouth was in the French Institute's services. Even though Work and study in French was meant to change people's opinions of Institute, it may be, that the previous experiences with the Institute affected the outcome of the decision whether to participate in this event or not. After the implementation of Work and study in French, it is easy for the Institute to continue where this first event ended.

3.6 Work and study in French marketing timeline

The promotion of special events require a different time schedule than other types of events. One needs to introduce the event to the public well in advance in promoting first-time events. First-time events require intensity in promoting. The potential customer needs to be exposed to many different advertisements to visualize and excite. However, the advertisements should not expose too much at the same time because of the requirements to allow room for interpretation. In contrast, detailed web sites allow a customer to have a comprehensive overview in case one is interested and wants to have more information. (CAE et al. 2002, 156.)

Shone & Parry (2004, 158) state that the planning of the marketing programme and a schedule of activities should be prepared carefully to allow the event organizers to see what needs to be done and when. The following figure explains Work and study in French marketing timeline as well as the participant and sponsorship confirmation timeline.

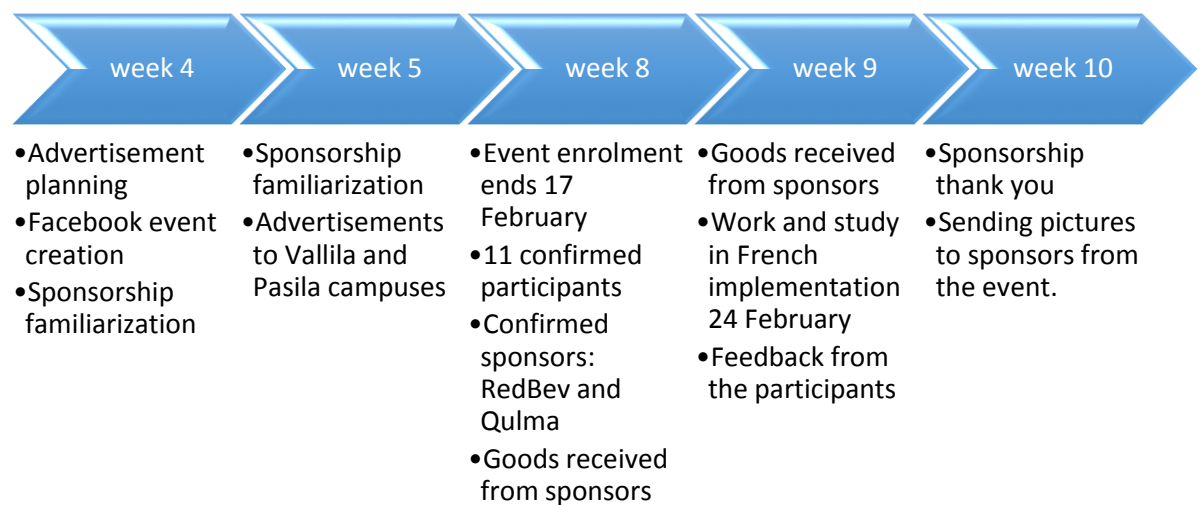


Figure 5. Work and study in French milestones

The social media promotion of Work and study in French was started in Facebook during the end of January 2015. An event creation was sufficient and the most effective way to draw attention to students. The positive side of one showing to attend an event on Facebook was the continuity. Once a person had agreed to attend an event the information was shown to the person's friends as well. This way the event may have drawn attention to a broader public.

Planning was easier when the participants registered during the last few weeks before the event date. Sponsor relationships were made during January 2015 and a couple weeks before the event, the print advertisements were put to public in Vallila and Haaga-Helia.

3.7 Event marketing trends

Trends are essential in event marketing and in the outcome of an event. Without proper knowledge in trends, the event success is not on a solid base. The event marketer can influence demand and fulfil the needs that are essential to the success of the event by anticipating future needs. (CAE et al. 2002, 172.)

The trends regarding Work and study in French included larger print that was used for advertising, advertising in schools and in areas where people may experience a wait time and multilingual communication. Social media marketing, which was applied as well, is included in today's marketing trends.

A marketer must think creatively and socialize campaigns. Internet users are using increasingly multiple Social Media sites, for example Facebook, Twitter or LinkedIn for different reasons. The combat is in content and style. Location is the main differentiator. Mobile devices are everywhere and a person can no longer be expected to be at a fixed point. (Carrol, Gosnay & Richardson 2010, 36.)

Events have become an essential part of lives nowadays. The event industry is expanding rapidly as events are becoming a part of business culture and new events are created. Internet has enabled fast information procession and a chance to a quicker market overlook.

4 Discussion

This chapter covers the evaluation of the event planning process, implementation and results. My own evaluation is also introduced. Moreover, this chapter presents a self-evaluation and improvements for the commissioning party.

The commissioning party set the framework for this process and provided some guidance but I was responsible for setting the deadlines and making sure that everything was prepared on time. The commissioning party decided to allow the power in my hands which worked well.

In the beginning of planning it was noticed that the target market which was chosen for the event did not quite match with the same student profile as Haaga-Helia students. The Institute's customer's pay for the courses as Haaga-Helia students do not. Initially this was considered as a problem because it was believed that the students would still choose free courses over courses with a cost. Unfortunately this issue was not under the commissioning party's control. The French Embassy regulates the course charges. Therefore, in a limited time period, there was nothing that could have been done in favour to the students' discounts.

The collision of French and Finnish cultures brought a new perspective to the working methods and time consumption to what I have used to as a Finnish person. Although I had worked in a French environment before, this experience differentiated the French and the Finns perception of time consumption more apart from each other than I had thought. As one of the themes in Work and study in French was coping with the French culture at work, I can say that I learned the lesson through experience. From now on I know that when it comes to deadlines and general time estimate, one should consider to allow more time to changes and fast solutions.

Pictures were taken during the event mainly meant for the sponsors to utilize in marketing. Institute documented a French version of the initial plan which was also spread among the French Institute personnel.

4.1 Evaluation of event planning

The event planning was commenced straight after the commissioning party had approved the commission. Although the first idea was to execute a social media campaign, it was promptly noticed that the target audience would not fit the campaign. It was clear from thereafter that an event was the solution.

Since the objective was to create a clear tool between Haaga-Helia business students and the French Institute, an event would serve the objective the best. I created a base that the commissioning party is able to utilize in the future. According to the French Institute personnel, Haaga-Helia did not trust the French Institute the way that this type of event would have been possible in the past. Now when Work and study in French has been completed successfully, the passage between Haaga-Helia and the Institute has been opened. Haaga-Helia should be able to trust the Institute from now on and possibly continue the organization of the event or create something new on top of the existing.

The commissioning party assisted with the planning phase by agreeing to attend meetings where I could present my own ideas and the commissioning party could modify the ideas into the French world of values and concepts. It was already agreed in the beginning that the ideal time of implementing the event, spring 2015, would be busy for the Institute personnel due to another set of events called Frankofonie. Therefore I knew that I needed to apply all of my knowledge and expertise to prove that I am able to accomplish this.

The event planning timeframe was flexible enough to modify the initial idea and add some changes while the process was on. Marketing was planned to be present in the school world using the tools available. Perhaps more time could have been spent on marketing since Vallila campus students did not participate at all even though advertisements were spread throughout the campus in spots that the students could not miss. The quality of co-operation between French and Finnish cultures could have been better but the event was managed to finish in time.

In contradiction to previous statements concerning a budget, initially a budget was determined for the event. I was asked to produce a document in French for the French Embassy explaining the purpose, outcome and budget for the event which was then

sent straight to the Embassy for approval and evaluation. As the event planning and organizing continued, the budget did not exist all of a sudden. There was only a few weeks left before the event implementation and one of the key triggers was to provide the guests with French beverages. Luckily, at the time, I had already been active and contacted a number of Institute's sponsors, two of which agreed to sponsor Work and study in French.

4.2 Evaluation of event implementation

The event was a success due to the fact that the participants interacted well with the Institute personnel and asked some relevant questions. The commissioning party was pleased as well. According to the Institute personnel that took part in the event, the ambiance was warm and relaxed. The participants seemed to enjoy their time. There was enough interaction during the event to fulfil the objective. This was the first time when Institute was able to interact straight with students and offer a modern image.

The level of attendance was the only drawback. 20 students were expected to arrive but only 11 attended. The real reason behind a low participation rate remains unsettled. The only logical reason would be low interest towards school related events or simply not enough students seriously interested in working or studying in France in the future. The expected number of people could have been reached if direct marketing would have been applied as one of marketing methods. As Work and study in French had a limited target group, direct marketing would have suited well to reach out a specific number of people.

The participants were asked for some feedback during and after the event. Face-to-face feedback was positive. The participants liked the idea to bring Institute and Haaga-Helia closer and the event had offered some new aspects of Institute and the whole French world. The participants were also eager to taste the beverages the sponsors offered. Mostly all of the participants had had a connection with the French culture and language at some point of life. Unfortunately, some students were under the impression that there would be a chance to apply for a job in France. The event's purpose was not to offer a job but to advice how to apply and what to consider when applying due to culture differences. The event was partially set into a negative light for its rather

unclear presentation layout. The speeches were not pre-planned and the order of presentations was more or less decided on the go.

The success of the event in the future cannot be measured immediately but in a long term. The continuation is dependent on the French Institute's relation to Haaga-Helia. I know for a fact that the French teacher's in Haaga-Helia utilize French Institute as a part of some courses. It would be beneficial for Haaga-Helia and French Institute to have straight student connection to guarantee a concise and a mutual relationship.

4.3 Self-evaluation

I greatly enjoyed working with the planning and implementation of Work and study in French. The different phases of event planning will strengthen my future knowledge. This thesis improved my event organizing knowledge in a large scale. I did not realize that event creation from scratch is really time consuming. Communication is one of the key areas in achieving a desirable goal. For the written thesis part, using references was included in the area of self-improvement. For future use, knowing how to state references will speed up the writing process and clarify the layout.

I am a goal-oriented person which helped to cope with time management. However, this event's planning and implementation needed to be carefully planned and communicated to the Institute personnel. I learned that three meetings with the commissioning party was not enough to ensure the flow of communication. I should have organized a couple more of them. I also should have communicated better the languages used between the participants and event performers during the event since there was a little miscommunication of what language to use.

The thesis was written in a tight schedule, in 4 weeks. Despite of that, I managed to construct the writing sessions so that the thesis was ready within the intended time. The English literature I went through for this thesis was easily understandable due to the ease in understanding English text. In overall, I was pleased with the event. During the event, it was a great feeling to see the outcome of the hard work that I personally had produced with the help of French Institute.

4.4 Improvements

For clarity, the event organizer must make sure that a brief is given to all participants right before the event implementation to avoid miscommunication. I suggest that more time should be reserved to agree on the topics to cover. During Work and study in French the unclear and unsettled presentation layout did not offer the best picture of Institute since it could be easily noticed that the decisions, who is going to present and what, were decided as the presentations moved on.

The Institute could use some tangible cues in marketing. It is important to give a service a face. With a help of a tangible example of Institute's services, it is easier to attract similar customers. Trust is easier to win on one's side when a customer sees an example of a current customer, a physical prove, who is satisfied with the service.

If the target audience is still rather small and easily recognisable later on, direct marketing could be used in the future to attract more students in the event. Direct marketing enables a direct contact with a possible participant and the event could also be more easily remembered if a student receives a personal invitation.

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Appendices

Appendix 1. Work and study in French advertisement in English



ARE YOU STUDYING FRENCH AT HAAGA-HELIA?

**COME AND HEAR MORE ABOUT WORK LIFE
AND STUDYING IN FRENCH**

WORK AND STUDY IN FRENCH
24th OF FEBRUARY AT 6 PM
AT THE
**FRENCH INSTITUTE,
CABLE FACTORY**

WE PROVIDE YOU WITH FREE WINE AND SNACKS!

ENROLLMENT BY E-MAIL FEB 17TH THE LATEST
mirka.tallus@myy.haaga-helia.fi

EASY ACCESS
METRO RUOHOLAHTI
BUSES 20, 21V, 65A, 66A
MORE INFO ON FACEBOOK



  WWW.MARCAULEN.COM   



OLETKO RANSKAA OPISKELEVA BUSINESS OPISKELIJA?

**TULE KUULEMAAN LISÄÄ OPISKELUSTA
JA TYÖSKENTELYSTÄ RANSKAKSI ENGLANNIN KIELELLÄ**

WORK AND STUDY IN FRENCH 24.2. KLO 18

**RANSKA INSTITUUTTI,
KAAPELITEHDAS**

ILMAINEN VIINITARJOILU JA PIENTÄ PURTAVAA!

**ILMOITTAUTUMINEN SÄHKÖPOSTITSE
mirka.tallus@myy.haaga-helia.fi**

**HELPOT YHTEYDET
METRO RUOHOLAHTI
BUSSIT 20, 21V, 65A, 66A**

LISÄTIETOJA FACEBOOKISTA



WWW.MARCAULEN.COM



Appendix 3. Work and study in French public Facebook event



FEB 24

Work and study in French 24.2. @ Ranska Instituutti, Kaapelitehdas

Public · Hosted by Mirka Tallus

Hosting · Invite · Edit · ...

Tuesday, February 24 at 5:00pm
about 1 month ago

Institut français de Finlande - Ranskan instituutti: Ranska Suomessa

Kaapelitehdas C 2 Tallberginkatu 1 C 135, 00180 Helsinki, Finland

Show Map

Oletko HAAGA-HELIAn business koulutusohjelman ranskan kielen opiskelija?

Haluatko kuulla lisää tulevaisuuden työ- ja opiskelumahdollisuuksista ranskan kielen parissa samalla nauttien viinistä?

Kiinnostaako opiskelu Ranska Instituutissa kielen ammattilaisten kanssa?

Tule verkostoitumaan ja kuulemaan lisää Ranska Instituutin tiloissa järjestettävään tapahtumaan.

Work and Study in French on Haaga-Helian business opiskelijoille suunnattu tapahtuma, jossa saat neuvoja ja lisätietoja työelämästä ranskan kielen parissa niin Suomessa kuin Ranskassa. Ranska Instituutin yhteistyökumppani Campus France tulee myös jakamaan informaatiota ranskan kielisistä koulutuksista Ranskassa.

Tapahtumassa ilmainen viinitarjoilu.

Ilmoittautuneiden kesken arvotaan Ranska Instituutin kirjastokortti (arvo 25e) ja muuta pientä tavaraa. Kirjastokortin avulla sinulla on käytettävissäsi kaikki Instituutin ranskankieliset kirja-, lehti-, dvd-, cd –materiaalit.

Ilmoittaudu 17.02.2015 mennessä sähköpostilla, mirka.tallus@myy.haaga-helia.fi

Leena, Hanna and 4 other friends went

13
went

0
maybe

8
invited

Appendix 4. Work and study in French Pasila campus group advertisement

